

ALYESKA REGIONAL FREERIDE CLASSIC MARKETING PLAN

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Abstract

The Alyeska Regional Freeride Classic Market Plan project delivers a fully executable marketing plan created to measurably increase the number of out-of-state event participants by 100% over the previous year. Market segmentation defined potential new athletes as well as their parents. Marketing techniques centered on winter sport tourism and destination branding were researched to appeal to the target markets as well as interviews and post-event surveys to define consumer characteristics. Using project management tools and techniques to drive scope and quality, an event marketing plan was created to appeal to new consumers through social media and an event website as an attractive tourist destination.

Keywords: Destination branding, winter sport tourism, market segmentation, event marketing, event marketing plan, freeride event, project management

Introduction

The IFSA (International Freeskiers and Snowboarders Association) is a non-profit organization which sanctions and governs the judging, execution, and safety of freeride competitions throughout North and South America. The sport of freeride skiing and snowboarding is growing at a rapid rate, particularly in the junior field with hundreds of new athletes entering the IFSA Junior competitive series over the past few years (IFSA Board of Directors and Senior Judging Committee, 2018). There are over 80 freeride competitions each season drawing between 60-140 athletes with accompanying coaches and parents (IFSA Board of Directors and Senior Judging Committee, 2018). The IFSA Junior Freeride Series currently has over 1,950 engaged junior athletes in the North American Region (IFSA Board of Directors and Senior Judging Committee, 2018).

Alyeska Resort hosts an annual regional IFSA event on the junior series. The event draws competitors from across the country. However, previous events have drawn minimal out-of-state competitors; the Alyeska Regional Freeride Classic Marketing Plan strives to increase this participation. Over 80% of IFSA events (combined junior and adult) sold out in 2020 (Dowdall, 2020). Being the only event of its kind in Alaska presents unique challenges, which differ from events held in the lower 48 and requires a more robust marketing strategy to draw out-of-state competitors.

With the wide spread use of the internet and social media marketing an event to out-of-state competitors is more achievable than ever. These new technologies greatly influence consumer habits and the behavior of tourists resulting in more informed and more demanding tourists where consumers themselves are booking their own trips (Cristobal-Fransi, Daries, Serra-Cantalops, Ramon-Cardona, & Zoranzo, 2018). Social media is also integrating the tourism sector into their marketing strategies as a way to communicate and inform consumers (Cristobal-Fransi, Daries, Serra-Cantalops, Ramon-Cardona, & Zoranzo, 2018). A strong online presence provides an important opportunity to increase awareness and visibility of destination brands (Cristobal-Fransi, Daries, Serra-Cantalops, Ramon-Cardona, & Zoranzo, 2018).

Winter sport tourism, as part of the sport tourism industry has become one of the fastest growing sectors of the tourism industry over recent years (Hudson & Hudson, 2015). Winter sport tourist travel away from home to participate in, or observe, winter sports (Hudson & Hudson, 2015). Event tourist who travel primarily to participate in an event spend more and stay longer in the destination, often traveling in groups, suggesting event tourist are a lucrative target market. Destination marketing can be used as a tool to leverage opportunities for local businesses and stakeholders to create association and benefit from the event (Kelly & Fairley, 2017).

The Alyeska Regional Freeride Classic Marketing Plan project's primary objective was to create a marketing plan developed to increase out-of-state athlete participation through destination branding and

winter sport tourism marketing strategies. The Alyeska Regional Freeride Classic Marketing Plan was written to be executed and tailored as research for future iterations of the event. The plan was written to be executed using this final project report as background as to how the marketing strategy was developed within the marketing plan.

The event positioning strategy for the Alyeska Regional Freeride Classic is to provide a high-quality event. This primary objective should flow downstream into the message delivered to consumers through the event brand and digital marketing techniques. Project management tools and techniques were utilized throughout project execution to improve the quality of the event and the relevant effectiveness of the marketing plan.

Research Methods and Approach

Project Management Approach

Project scope evolved throughout project execution, as was predicted during project initiation. Effective change management driven by project risks and scope management led to the project success. Changes were driven by risk occurrences and the resulting impacts. There were a small number of risks identified during the planning phase:

- Low Survey Responses
- Invalid Research Methods
- Inaccurate Basis of Estimates
- Resource Availability

Because the project team was aware of the inevitable scope changes and refinement that would occur during execution, the risk management approach was to accept all risks as they occurred. Given the schedule constrain of the project, unidentified risks were then analyzed based on impacts to the project schedule and scope. If the risk had potential to delay project completion, descoping was reviewed to manage the project constraints.

Scope change analysis would then lead to determine whether or not the project change management plan was initiated.

The change management plan was based on a three-tier scoring rubric, as shown in Exhibit 1.

Tier	Prerequisite	Level of Analysis required	Approval
1	Process improvement, document update, or deliverable <i>tweak</i> .	Entry in Change Request Log with a brief description	Project Manager Approval
2	Descope or scope enhancement affecting schedule duration; associated with a planned or unforeseen risk occurrence.	Change Request Log entry and Change Request Form required	Project Manager Approval
3	Momentous change in project scope. May alter the project mission objective or strategic alignment.	Change Request Log entry and Change Request form required with a robust Change Analysis Narrative	Project Manager Approval, Key Stakeholder Input

Exhibit I Project Change Request Scoring Rubric

Scope management throughout the execution phase helped maintain the project schedule as well as maintain the original project objective to deliver a fully executable marketing plan.

Research Methods

The resource availability risk was realized prior to project execution beginning. This risk was accepted; however, project execution was delayed three months as a result. In response, the project was descoped to remove what was deemed as non-critical project scope, which included assisting the Event Technical Director with the coordination of the 2020 event sponsorships as well as the event website creation prior to the 2020 event. The event website was reshaped into website research to be included in the marketing plan. The initial project plan also included completing surveys to conduct research on other resort's marketing techniques, this was also descoped due to project time constraints and the result of the resource availability risk occurrence.

Throughout project execution, research was conducted using a variety of sources including surveys, interviews, personal communication, literary research, and comparative research. Development of the marketing plan was also considered primary research since this was the first time the project team had developed a marketing plan.

Primary research was conducted in the form of surveys and interviews. Surveys were distributed to the 2020 Alyeska Regional Freeride Classic participants through an emailed link. The survey was created using Qualtrics and distributed to all 72 athletes via email. A total of 14 anonymous responses were received. Respondents were given a two-week window to complete the survey, February 20, 2020 – March 5, 2020. The survey consisted of eight questions, numbered as follows:

1. What age group did you compete in the 2020 Alyeska Regional Freeride Classic?
2. What state do you live in?
3. How many years have you been competing in freeride events?
4. On average, how many freeride events do you compete in each year?
5. Why did you choose to compete in the 2020 Alyeska Regional Freeride Classic instead of another freeride event?
6. How did you hear about the 2020 Alyeska Regional Freeride Classic?
7. Did you stay in Girdwood during the 2020 Alyeska Regional Freeride Classic?

8. If question 7 answered ‘Yes’, what type of lodging was reserved?

Questions 1-5 were designed to segment the athlete profile as a primary target market. While questions 7-8 were used to help define tourism tendencies of the target market. Question 6 was included to measure the 2020 event marketing techniques. Questions 1-4 were open text answers, while questions 5, 6, and 8 were multiple choice with open text for “Other” responses. Question 7 was dichotomous and used to direct the surveyor to question 8, if answered “Yes”.

An interview was conducted with the Event Technical Director to gather information on the event mission and lessons learned from event sponsors and marketing techniques for the 2020 event. As a previous competitor in the adult IFSA circuit the final question was asked to gather behavioral tendencies of a former competitor. The interview was conducted on March 19, 2020 and responses were recorded verbatim during the interview.

- What is the mission of the IFSA Alyeska Regional Freeride Classic?
- What sponsors did you have for the 2020 event? And what were their contributions?
- What did sponsors receive in return for their sponsorship?
- What are the lessons learned regarding sponsorship?
- What was the 2020 event marketing strategy?
- Where were event posters distributed? *
- What are the lessons learned from marketing strategies used for the 2020 event?
- Being exposed to these events as a former competitor, and now as an Event Technical Director, is there anything you would like to draw from the adult events and incorporate into the Alyeska Regional Freeride Classic that could help drive participation?

*Question was asked ah-hoc based on the response from the previous question while the interview was conducted.

Post-event survey results, interviews and results from stakeholder communication revealed unidentified scope. The project plan did not properly account for the time to research the marketing plan’s target market. As a result, additional scope was added to the project schedule to include research on winter sport tourism as a basis for the target market.

Preliminary literary research was completed on winter sport tourism to narrow project scope and target market. Preliminary research on branding in sport was also conducted to develop the branding scope of the marketing plan.

Event marketing plan templates were tailored to best meet the needs of the project objectives and used to continue to define the project scope. The marketing plan draft was then used to help drive further research. Exhibit 2 outlines the research approach for the marketing plan.

Comparative research analyzed current freeride team's social media pages and content compared to the Alyeska Freeride team's social media pages. Event websites were analyzed to determine relevant event website content.

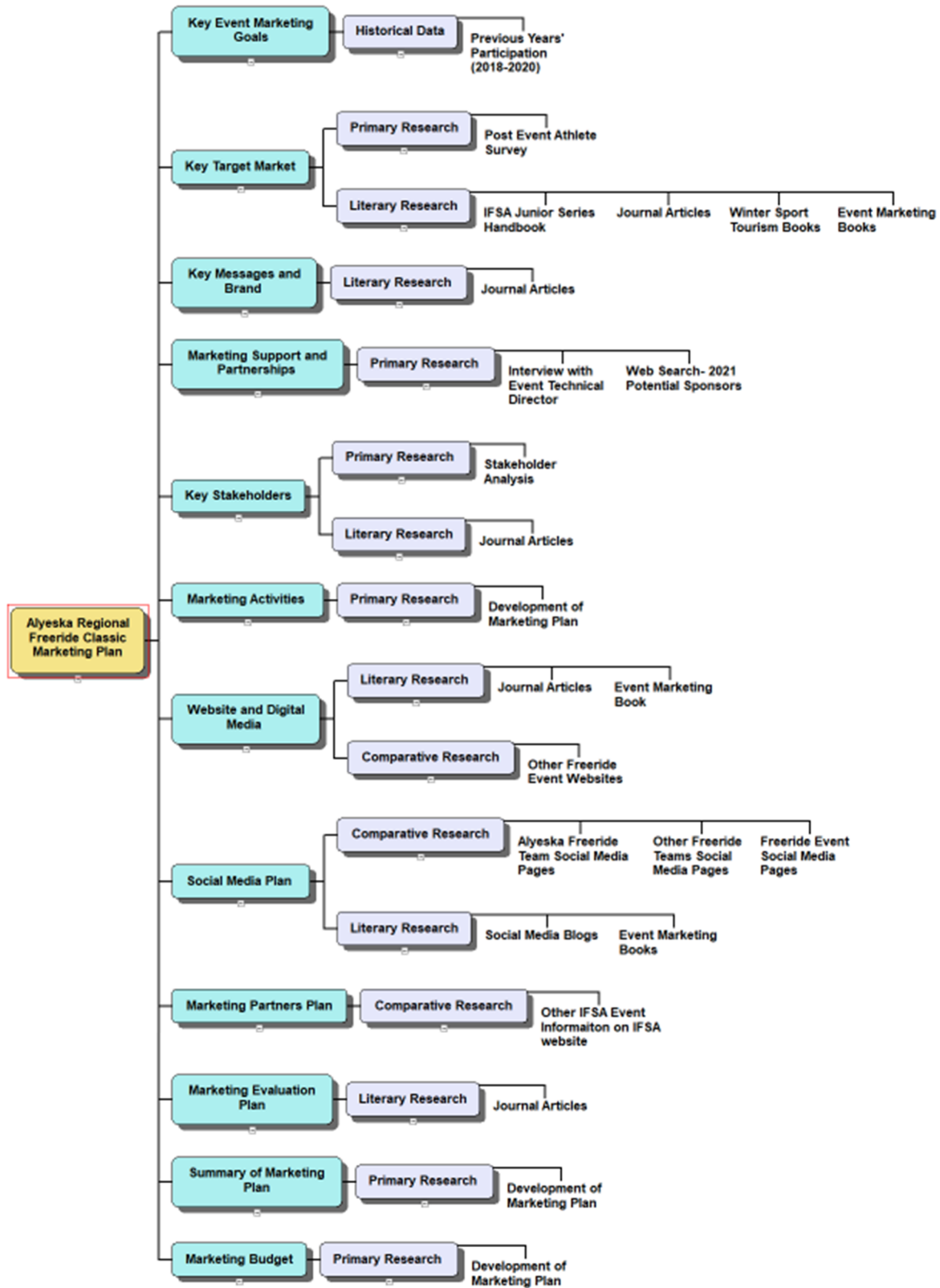


Exhibit 2 Marketing Plan Research Approach

Results and Analysis

Research results yielded optimal marketing avenues as well as the necessary content to engage the target market identified. The following section describe the results and analysis completed to develop each section of the marketing plan.

Key Assumptions

The Alyeska Regional Freeride Classic Marketing Plan research approach included the following key assumptions:

- Target markets from European and Canadian studies researched would include the same characterizations as current target market
- The Alyeska 2020 event athletes represent the typical athlete on the IFSA junior circuit
- Marketing plan activity schedule was based on the event date and the registration opening date 6-weeks prior to the event date as critical schedule drivers

Key Event Marketing Goals

The Alyeska Regional Freeride Classic Marketing Plan's primary objective is to increase out-of-state participation by 100% on previous year for the next 3 years. The Alyeska Regional Freeride Classic has experienced out-of-state participation growth for all three years. Marketing plan metrics were defined using historical data from the previous three years (2018, 2019, and 2020) event data. Previous event's yielded 0, 3, and 6 out-of-state competitors, respectively.

Key Target Market

According to the book *Winter Sport Tourism Working in Winter Wonderlands*, sport tourists are defined as individuals who “actively participate in competitive or recreational sport, whilst traveling to and staying in places outside their normal environment”. This definition actively encompasses the individual who would travel to Alaska to participate in the Alyeska Regional Freeride Classic.

Market segmentation was used for target market characterization. Market segmentation is one of the key concepts in marketing and is used to accomplish three goals within the target market: Develop a thorough understanding of the target market, create the ability to predict consumer behavior with a great degree of accuracy, and create a higher chance of recognizing and exploiting new market opportunities (Reic, 2017). The segmentation areas of focus consisted of geographic segmentation, demographic segmentation, and psychographic segmentation. Geographic segmentation is one of the most commonly used segmentation criteria for events and categorizes event attendees according to where they live in relation to the event (Reic, 2017). Demographic segmentation uses demographic variables such as gender, age, income, and education (Reic, 2017). Psychographic segmentation categorizes consumers based on criteria such as lifestyle and personality characteristics (Reic, 2017). The market segmentation process

yielded two major target market profiles for the Alyeska Regional Freeride Classic; potential out-of-state IFSA athletes and their parents or guardians. Exhibits 3 and 4 provide a summary of market segmentation results.

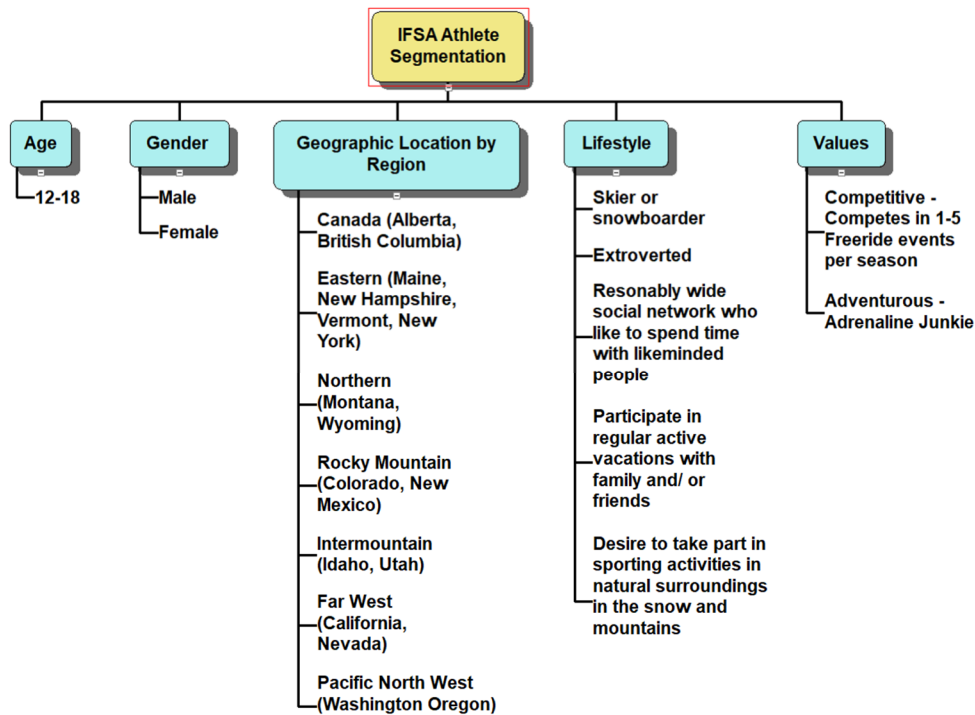


Exhibit 3 IFSA Athlete Segmentation

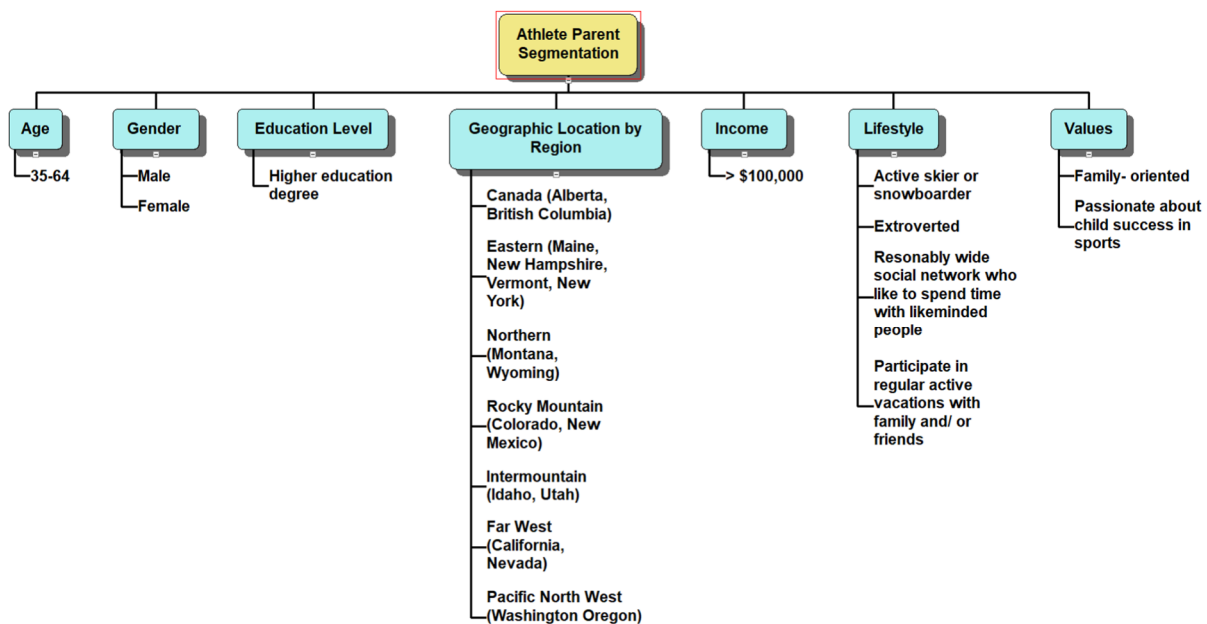


Exhibit 4 Athlete Parent Segmentation

Geographic locations for both market segment profiles was determined by the IFSA geographic regions outlined in the 2019 IFSA Junior Handbook Region 2 illustrated in Exhibit 5. The Junior Geographic Regions map details the regions within North America where the target market will compete most often. The Junior Freeride Series aims for athletes to compete in more than one event per year, allowing athletes to earn points and rankings within the IFSA governed Region 2 (IFSA Board of Directors and Senior Judging Committee, 2018).

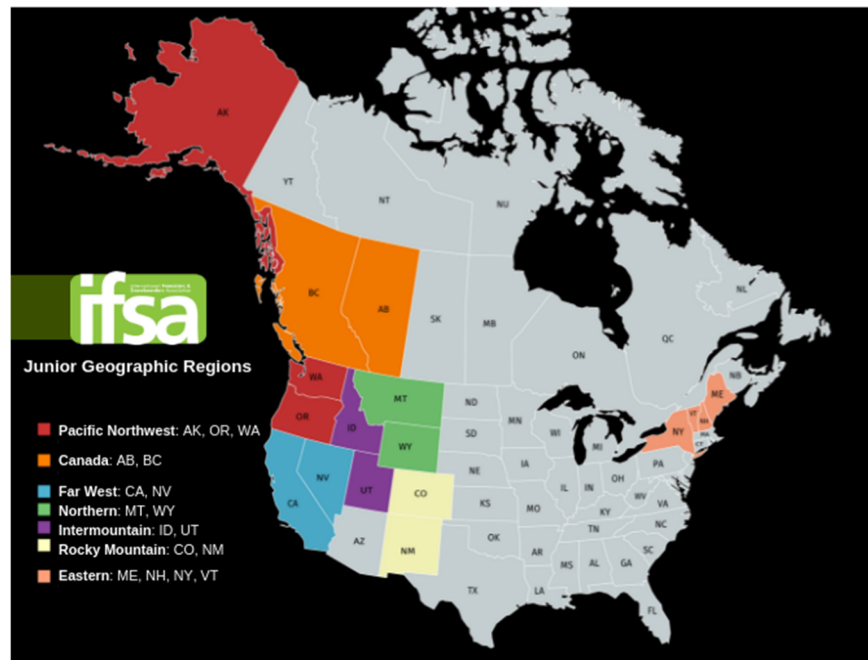


Exhibit 5 IFSA Junior Geographic Regions (IFSA Board of Directors and Senior Judging Committee, 2018)

Demographic segmentation was analyzed in terms of age and gender for both segmentation profiles. Education level and income were also evaluated for the parent segmentation profile. Athlete ages were based on the age requirements as outlined in the IFSA Junior Series Handbook Region 2 (2018). Parent ages were defined based on the lifestyle assumption that this group is also an active skier or snowboarder. This information was then used to analyze age groups with children between 12-18 years old. A report from Snowsports Industries America (2014b) as cited in *Winter Sport Tourism Working in Winter Wonderlands* analyzed age demographics in skiers and snowboarders, as shown in Figure 6. Based on the information shown in the graphic the age demographics for athlete's parents range from 35-65. Household income values were based on results of a study conducted by PhocusWright, as cited in *Winter Sport Tourism Working in Winter Wonderlands*, which analyzed winter sport tourist against U.S. tourists. The study found 49% of the surveyed population had an annual household income of \$100,000 or greater (Hudson & Hudson, 2015).

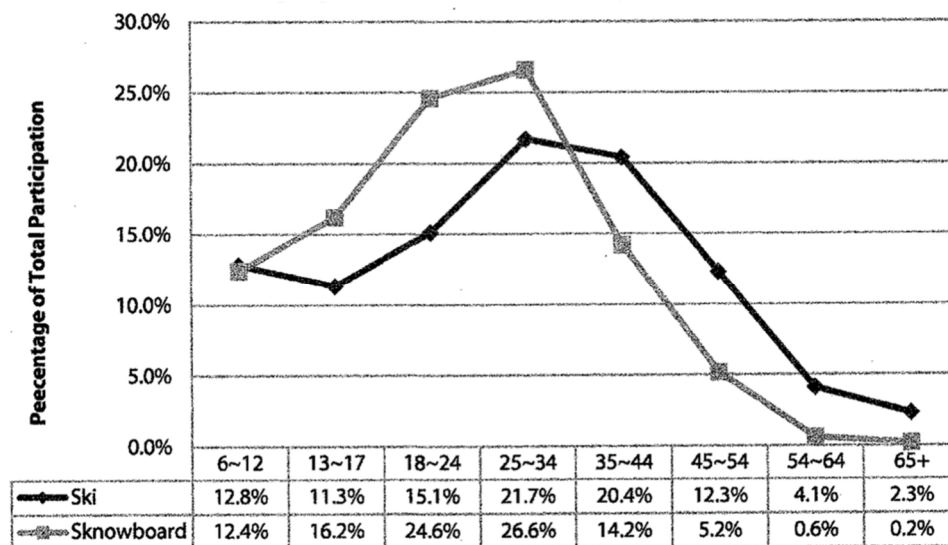


Exhibit 6 Age demographics -Athlete's parents as active skiers or snowboarders (Hudson & Hudson, 2015)

Psychographic segmentation was categorized by “values” and “lifestyle” for both the IFSA athletes as well as the parent profiles. The IFSA athlete values were determined using results from the post-event survey. Competitiveness was analyzed by Question 4 in the Post-Event Survey “On average, how many freeride events do you compete in each year?”. The word cloud in Exhibit 7 illustrates that the average IFSA athlete is competitive within the series and competes in more than 1 event every year, most commonly responding 2 or 3 events per season. The nature of freeride skiing and snowboard, competing on unmaintained terrain, athletes must develop a strategy to navigate the venue effectively to impress judges while maintain style and control. This generated the observational conclusion that these event athletes are adventurous and enjoy the rush of the competition. The Telegraph Ski and Snowboard show, as cited in *Events Marketing Management A Consumer Perspective*, focuses on attracting people with a keen interest in snow sports and categorizes these individuals as extroverted, social, and regular participants in active family vacations with friends (Reic, 2017). Parents’ values were also determined to be family oriented and passionate about their child’s success in sports.



Exhibit 7 Average number of IFSA events athletes compete in each year

Key Messages and Brand

Branding is essential for event identification, generating a fan base, and generating revenue (Barbu & Popescu, 2018). The brand of an event should be a representation of “what” the event is and clearly communicates “who” the event is, and as importantly, who the event is not (West, 2008). A brand represents the “very core of the event: its personality, its values, its style” (West, 2008). Brand image is the way in which identity is perceived by the target individuals interacting with the brand (Barbu & Popescu, 2018). The concept of brand image is applied to both the Alyeska Regional Freeride Classic as an event, as well as Alyeska Resort and Girdwood, Alaska as a destination brand. Girdwood, Alaska, as a destination brand, is beyond simply a name or a logo, it is the overall impression the destination creates in the minds of tourists, including functional and symbolic elements. The destination brand encompasses the benefits the destination has to offer a visitor, such as, physical attributes, attractions, name, logo, and reputation (Chalip & Costa, 2005). The purpose of destination branding is to bring tourist to the destination and participate in the event and enjoy the experience of the destination (Kelly & Fairley, 2017). Sport events, like the Alyeska Regional Freeride Classic, can be used to enhance a destinations host brand (Chalip & Costa, 2005). The schema theory described by Chalip & Costa (2005) explains how consumers develop identities and expectations for certain domains: “Schema theory has served as the most fundamental psychological theory on which to found theories of brand. A schema is a cognitive representation of expectations about a domain. Destinations and sport events are both domains.”

Chalip and Costa (2005) go further to describe how a brand’s logo, name, or slogan do not represent the brand itself. In turn they invoke brand image, which is a schema in the sense it is a hierarchical set of associations in memory (Chalip & Costa, 2005). A schema is made up of nodes which are connected through a network of associations (Chalip & Costa, 2005). Chalip and Costa (2005) also describe the association between an event and a destination using a co-branding strategy. “When an event has a well-established brand of its own, then the name, logo or slogan will activate an event-specific network of nodes and associations. By pairing the event’s brand with the destination brand, the expectation is that elements of the event brand will transfer to the destination’s brand, and vice versa. This is a form of co-branding”.

The Alyeska Regional Freeride Classic has a well-established piece of its brand already developed. As part of the IFSA Junior Series, the target market will already associate attributes from previous events in the series. The event brand will be further developed using co-branding and incorporating key attributes that Alyeska and Girdwood have to offer the consumer. For this to be effective, the event must be incorporated into the destination’s marketing communications: specifically, the Alyeska Resort event page. (Chalip & Costa, 2005). Sufficient pairings between destination and event should be incorporated into event media by including the destination name or icon into the event logo (Chalip & Costa, 2005). Exhibit 8 will be utilized as the event logo and incorporates Girdwood, AK to draw consumer association between the

event and its destination. The event logo was created by the Event Technical Director, incorporating research findings to develop a logo that will attract the target market. Co-branding the event and destination can also lead to opportunities to leverage marketing strategies. The relationship between a tourism organization and an event is useful when collaboration and co-branding occur. Events seek new target markets that generate tourists to the destination and increase visitor stay and spending (Kelly & Fairley, 2017).

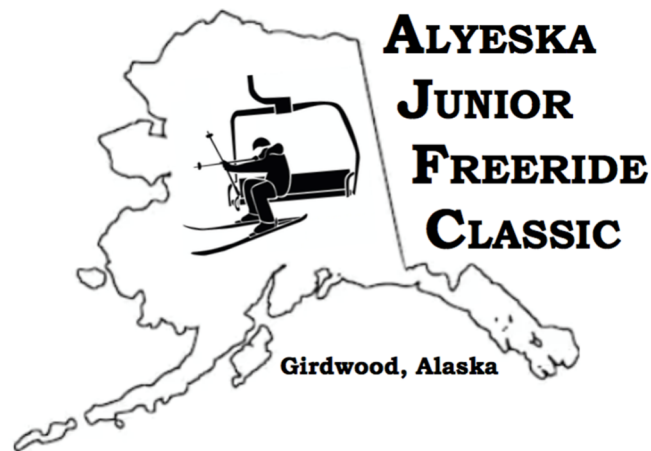


Exhibit 8 Alyeska Regional Freeride Classic Logo

From the destination's perspective, sport event tourism is the development and marketing of sport events to obtain economic and community benefits. To achieve this, the event and destination brand must highlight the following: attractive to specified target segments, high quality event, priced right, packaged carefully to meet the needs of travelers, and integrated with other tourism and hospitality needs and services (Getz, 2003).

Website and Digital Media

Over the years, the rise of e-marketing has become a revolutionary tool, opening marketing opportunities in the digital space (Reic, 2017). Building online presence is a way for organizations to increase value in their brands (Reic, 2017). This allows areas of the company brand, such as logos, fonts, and color schemes to be easily and consistently communicated with their target markets (Reic, 2017). Website operation is an integral part in destination marketing to develop a competitive edge in the tourism market (Tsai, 2017). Tourism customers visit destinations websites to make "informed purchase decisions with comfort and convenience" (Tsai, 2017).

The Alyeska Regional Freeride Classic event website will require attributes for both the event as well as key purchase factors for winter sport tourist through destination branding. The event positioning strategy for the Alyeska Regional Freeride Classic is to provide a high-quality event. This primary

objective should flow downstream into the message delivered to consumers through the event brand and digital marketing techniques.

Content to drive consumer interest and create the ‘pull’ for the brand’s target audience should include event attributes, such as: what the brand stands for, the values of the event, and event history and future direction (Reic, 2017).

Sponsor logos should be included on the event website for both cross-promotional values as a result of logo recognition but also to increase the “heart shares” between the audience and the sponsors (Reic, 2017).

The event website should include destination branding attributes that highlight not only the ski resort but also its surrounding areas. The ski mountain resort is the tourist destination, a geographical area with its own set of characteristics (Cristobal-Fransi, Daries, Serra-Cantallops, Ramon-Cardona, & Zoranzo, 2018). Research results demonstrated common destination attributes for ski resort tourists. Byun and Jang (2018) determined key destination attributes to include local culture, social atmosphere, the variety and challenge of ski lifts, and crowding. Klenosky et. al (1993), as cited in Byun and Jang (2018), determined dimensions leading to resort selection most commonly include: variety and challenge of ski trails, snow condition, the social atmosphere, crowding, and local culture. Won and Hwang (2009), as cited in Byun and Jang (2018), also listed snow quality, lift waiting time, traveling hours, lift and other expenses, and the number of ski trails. Findings by the Utah Ski and Snowboard Association (USSA, 2007) as cited in Won, Bang, & Shonk (2008) identified key destination attributes as: snow quality, proximity and accessibility to the ski site, lift ticket specials, lodging and nightlife. A study conducted by Tjorve, Lien, & Flognfeldt (2018) reviewed winter-destination selection amongst both first time and repeat visitors. Their findings concluded ‘price level’, snow conditions, and downhill possibilities and travel time ranked first, second, and third respectively. All of these destination attributes are important to highlight on the event website to draw consumers to choose Alyeska and Girdwood as their ideal vacation.

Social Media Plan

With the prevalence of the internet, social media has become an important strategy for marketing events (Chen & Lin, 2019). Social media has grown to become one of the most efficient communication medium in the internet environment and tourism marketing (Harb, Fowler, Chang, & Blum, 2019). Social media marketing is defined as “commercial marketing events or processes that use social media in an attempt to positively influence customers” (Chen & Lin, 2019). Using social media as a marketing means expands the target market, outside of the state, and potentially across the world. Social media sites can be used to deepen communication and interaction with users and develop a sense of friends and family to

develop brand community (Chen & Lin, 2019). According to a survey completed by Sprout Social, Facebook and Instagram are most frequently used social media platforms, shown in Exhibit 9.

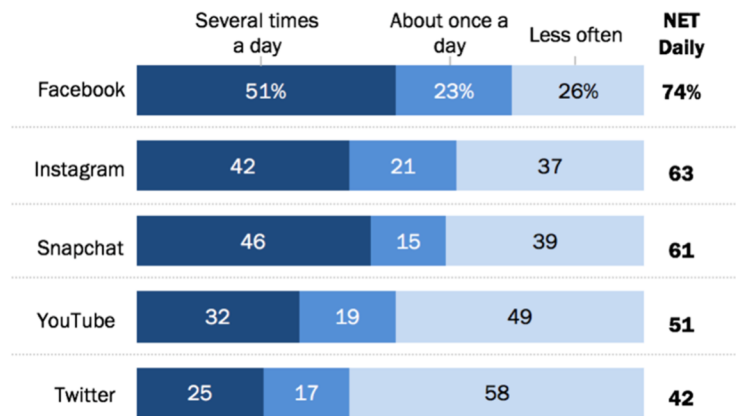


Exhibit 9 Frequency of Social Media platform use among US Adults (Chen, 2020)

When comparing the demographic breakdown of the Sprout Social blog, it also showed Facebook and Instagram were actively used by the target market demographic based on age and, as demonstrated in Exhibits 10 and 11. Based on the survey completed, Instagram appeared to be more popular with the athlete market, while Facebook information may appeal more to the athlete parent market.

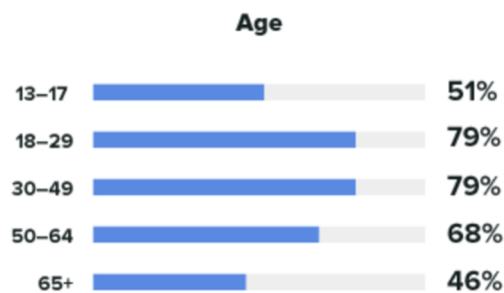


Exhibit 10 Facebook usage among key demographics (Chen, 2020)

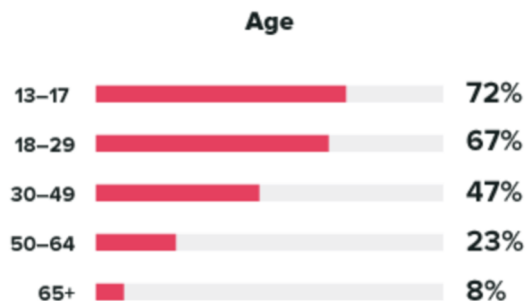


Exhibit 11 Instagram usage among key demographics (Chen, 2020)

Based on this information, Facebook and Instagram were the chosen social media platforms to include in the marketing plan. There is opportunity in using these platforms as well. The Alyeska Freeride team already has social media pages with followers on both platforms. This will help build the brand community without creating a new page and recruit followers.

Social media pages allow for safe brand expression where negative comments or visuals can be monitored and screened by the page owners (Reic, 2017). Social media also creates a platform to push desirable visuals and narratives to promote a positive brand image (Reic, 2017).

Marketing Support and Partnerships

Researching new approaches and potential sponsorships was descoped from the project, as outlined in the Project Management Approach section. However, historical sponsorship data was compiled from the 2018, 2019, and 2020 events during the interview with the Event Technical Director as summarized in Exhibit 12.

Sponsor	Donation Type	Sponsorship Term	Years Associated
Chugach Powder Guides	Cash Sponsor, In-Kind	No Term	2019, 2020
Gexpro	Bib Sponsor	2 years	2020-2021
IBEW (International Brotherhood of Electrical Workers)	Cash Sponsor	No Term	2020
NECA (National Electrical Contractors Association)	Cash Sponsor	No Term	2020
SkiAK	In-Kind	No Term	2018, 2019, 2020
Powder Hound Ski & Bike Shop	In-Kind	No Term	2018, 2019, 2020
Alaska Permanent Capital Management	Cash Sponsor	No Term	2020

Exhibit 12 2020 Event Sponsors

Prior to descoping event sponsorship research, preliminary research found two potential, industry specific sponsors that may provide future sponsorship opportunities. This information was compiled into Exhibit 13 along with sponsor contact information to use during plan execution.

Sponsor	Website/ Contact Info
REI	advertising@rei.com
Red Bull	https://www.redbull.com/en/energydrink/contact-sponsorship

Exhibit 13 Sponsor Opportunities

The Event Technical Director interview also revealed areas requiring improvement from the 2020 sponsorship strategy: sponsor interface, communication, and seizing advertisement opportunities. To improve this on future iterations of the marketing plan and event execution a sponsor communication matrix was included in the plan to plan and track all sponsor interface and communication activities.

Key Stakeholders

Stakeholders play an important role in marketing a destination (Tkacztnski, Rundle-Thiele, & Beaumont, 2010). The success of the Alyeska Regional Freeride Classic is reliant on stakeholder support to successfully promote and market the destination (Tkacztnski, Rundle-Thiele, & Beaumont, 2010). Extensive stakeholder analysis was not part of the Alyeska Regional Freeride Classic Marketing Plan project scope, however, gathering feedback during the early stages of the event can help create a sense of awareness around stakeholder role's and involvement (Bazzanella, Peters, & Schnitzer, 2019). Exhibit 14 represents key stakeholders for the Alyeska Regional Freeride Classic that will require active involvement for the success of promoting both the event and the destination.

Stakeholder	What/Message	How	When	Who
Alyeska Ski Club Board	Approval for sponsors	Email potential sponsor list for approval	2-3 months prior to event	
Sponsors	Obtain sponsor acceptance Request permission for logos to use on marketing material for recognition Develop communication expectations	Emails to all sponsors, face-to-face meeting	2-3 months prior to event	
Out-of-State Athletes	Alyeska Freeride Classic is a high-quality event at a destination worth the trip	Website and social media	2 months prior to event- post event	
Parents of out-of-state athletes	Alyeska Freeride Classic is a high-quality event at a destination worth the trip	Website and social media	2 months prior to event- post event	

Affected businesses (Girdwood shops and restaurants)	Collaboration with stakeholders to determine their role and influence on the event	Email, face-to-face meeting	3 months prior to event	
Tourism industry (Alyeska Resort, Alyeska Accommodations, Air BnB and VRBO hosts, Girdwood.com)	Special offers that may be extended to event participants. Event details to distribute on websites.	Email, face-to-face meeting	3 months prior to event	

Exhibit 14 Event Stakeholders Analysis Tool

Marketing Activities

The “Marketing Activities” section of the Alyeska Regional Freeride Classic Marketing Plan was created based on the marketing strategies developed throughout the marketing plan development.

Marketing Partners Plan

The approach to the “Marketing Partners Plan” was based on comparative analysis of another IFSA Junior Freeride event, hosted by Crested Butte Mountain Resort. The Crested Butte Junior Freeride event was posted to the resorts main event website. Applying this approach to the Alyeska Regional Freeride classic will further solidify the cognitive co-branding associations needed to promote the Girdwood, AK destination brand as well as the freeride event brand. The event profile page on the IFSA website also provides an opportunity to exploit the co-branding approach. Here the link to the event website, which includes both attributes for the event and the destination, will be utilized to draw potential athletes.

Marketing Evaluation Plan

Marketing plan evaluation is critical for continued improvement of event quality (Genadinik , 2014). It is important to be able to objectively evaluate and identify whether the event was a success (Genadinik , 2014). Anonymous feedback from event attendees provides valuable information for what can improve for subsequent events and continue to improve the event series over time (Genadinik , 2014). Post event satisfaction surveys will provide critical information to evaluate event and marketing successes and failures. Measuring customer satisfaction levels is crucial in destination management to identify critical drivers of consumer satisfaction and develop appropriate strategies to maintain and enhance satisfaction (Priporas, Vassiliadis, & Stylos, 2012). Adopting the standard project management practice of lessons learned documentation will also provide “knowledge gained during a project which shows how project events were addressed or should be addressed in the future for the purpose of improving future performance”, as defined by *A Guide to the Project Management Body of Knowledge PMBOK Guide Sixth Edition*.

Summary of Marketing Plan

Information within the “Summary of Marketing Plan” section of the Alyeska Regional Freeride Classic Marketing Plan was compiled from all sections of the marketing plan. The activities were planned based on two critical dates: event dates (January 29-31, 2020) and the event registration window (6 weeks prior to the event).

Marketing Budget

The “Marketing Budget” was created based on analysis of marketing items created during the development of the marketing plan. Items included in the marketing budget were only items that directly impact funding for marketing activities, both revenue and expenses.

Conclusions

The Alyeska Regional Freeride Classic Marketing Plan was undertaken to develop a fully executable marketing plan to measurably increase out-of-state participation. Fundamental project management tools and techniques were used to manage the quality of the final marketing plan. Scope management was utilized to define project unknowns, such as defining the target market, which is critical for the success of any marketing strategy. The analyzed target market segments were used to control the quality and scope of the marketing plan activities.

Co-branding the Alyeska Regional Freeride Classic as the event and Alyeska Resort and Girdwood, Alaska as the destination brand activates associations between both brands. Creating an event logo with attributes of both brands enhances this association.

E-marketing tools open marketing opportunities in the digital space that allow users to quickly create and share content with a vast audience. Social media has become one of the fastest communication medium and is used to positively influence customers. Managing quality content within the social media pages themselves directly reflects the quality of the event. Social media and the event website that include key attributes capture the attention of the target market and drive consumption.

The Alyeska Regional Freeride Classic Marketing Plan project had a great amount of ‘unknowns. Unknowns can be described as potential risks which are impossible to predict. Unmonitored risks occurring while working towards completing a project will cascade through all phases (planning, execution, monitor and control, and closeout) and readily cause project failure. The incorporation of fundamental project management tools and techniques such as risk management, scope and change management, schedule management, and stakeholder management helped deliver a successful project in an extremely dynamic and unknown project environment. More specifically, focused PM tools, techniques, and practices such as; interviews and surveys to create stakeholder buy in for the marketing plan, templates to help manage sponsor communication and involvement, and documentation of lessons learned help to drive a more developed marketing plan for future iterations.

As a result of the concurrent execution of risk, scope and change, schedule, and stakeholder management the project was successful. The primary mission of the Alyeska Regional Freeride Classic event is to produce and deliver a quality freeride event each year. A sub-mission is to continue to improve the quality of the event delivery each year. This marketing plan will aid in the continuous improvement mission to increase the quality of the event each year. By mastering and executing the above-mentioned four knowledge areas of project management, quality management was also successfully applied.

Recommendations for Future Research

Market segmentation research during this study was primarily based on international consumers. Future research to specifically segment the IFSA junior freeride circuit population could help narrow the marketing approach even further. At a minimum a study based on US ski and snowboard population should be completed to confirm conclusions drawn from the current study. Execution of the Alyeska Regional Freeride Classic Marketing Plan with documentation of lessons learned and customer satisfaction survey results should be used as future research. This information can then be used to improve the marketing plan through multiple iterations. As the event begins to grow and generates more revenue for marketing, advertising approaches should be researched to determine if this would be another successful marketing tool to increase event participation. Industry specific sponsorship research was descoped from the project. This should be researched to determine the effect of industry relevant vs. non-relevant sponsorship drives sport participation. Finally, the marketing plan developed in this study provided insight on how a destination could be branded and key areas needed to campaign the area. A separate study could focus solely on the development of a cross-leveraging strategy between the Alyeska Regional Freeride Classic and the surrounding tourist organizations. In-depth stakeholder analysis would help develop a more comprehensive destination brand. The study completed by Bazzanella, Peters, & Schnitzer (2019) could be used as a template for research conducted on stakeholders in Girdwood, AK. This study would help determine the stakeholder's current awareness of the event and analyze their impact on the region hosting the event (Bazzanella, Peters, & Schnitzer, 2019).

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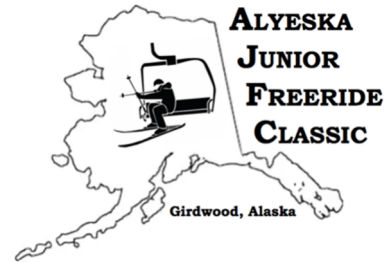
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Appendix A Deliverables

Marketing Plan

Alyeska Regional Freeride Classic Marketing Plan



Event Name: Alyeska Regional Freeride Classic

Event Date/s: January 29-31, 2021

Event Times: TBD

Event Venue/s: Alyeska Resort, Girdwood, AK

Event Details: 2-day Regional Freeride event on the IFSA Junior Freeride Series

Day 1: Qualifiers

Day 2: Finals

Introduction

The IFSA (International Freeskiers and Snowboarders Association) is a non-profit organization which sanctions and governs the judging, execution, and safety of freeride competitions throughout North and South America. The sport of freeride skiing and snowboarding is growing at a rapid rate, particularly in the junior field with hundreds of new athletes entering the IFSA Junior competitive series over the past few years (IFSA Board of Directors and Senior Judging Committee, 2018). There are over 80 freeride competitions each season drawing between 60-140 athletes with accompanying coaches and parents (IFSA Board of Directors and Senior Judging Committee, 2018). The IFSA Junior Freeride Series currently has over 1,950 engaged junior athletes in the North American Region (IFSA Board of Directors and Senior Judging Committee, 2018).

Alyeska Resort hosts an annual regional IFSA event on the junior series. The event draws competitors from across the country. However, previous events have drawn minimal out-of-state competitors; the Alyeska Regional Freeride Classic Marketing Plan strives to increase this participation. Over 80% of IFSA events (combined junior and adult) sold out in 2020 (Dowdall, 2020). Being the only event of its kind in Alaska presents unique challenges, which differ from events held in the lower 48 and requires a more robust marketing strategy to draw out-of-state competitors.

The purpose of this marketing plan is to market out-of-state athletes through social media and an event website as the main marketing approach. This plan does not include marketing tools that would be used during the event, such as event banners, etc. The intent of the marketing plan is to be used during the planning phase prior to each year's event. The plan will require tailoring each year based on lessons learned and evaluation from previous iterations to continue to build the marketing strategy. Each section

outlined with a responsible party will be assigned during the planning process to complete the task through execution.

The marketing plan was written to be used in conjunction with the Alyeska Regional Freeride Classic Marketing Plan Final Project Report. The final project report provides the research results used to create the following marketing plan.

Key Event Marketing Goals

The primary objective of the Alyeska Regional Freeride Classic Marketing Plan is as follows:

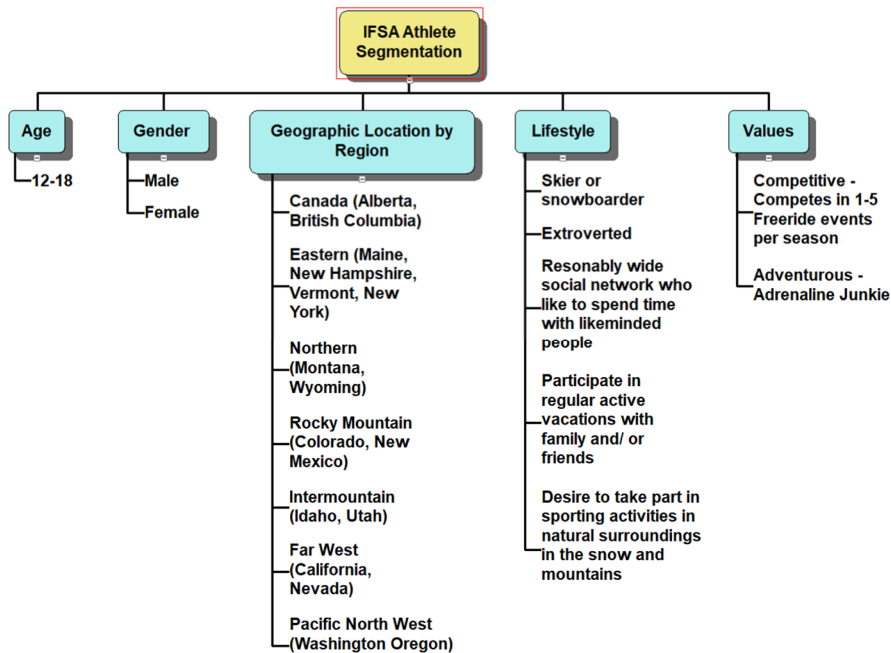
- Increase out-of-state athlete participation by 100% on previous year for the next 3 years (2021-2024 events).

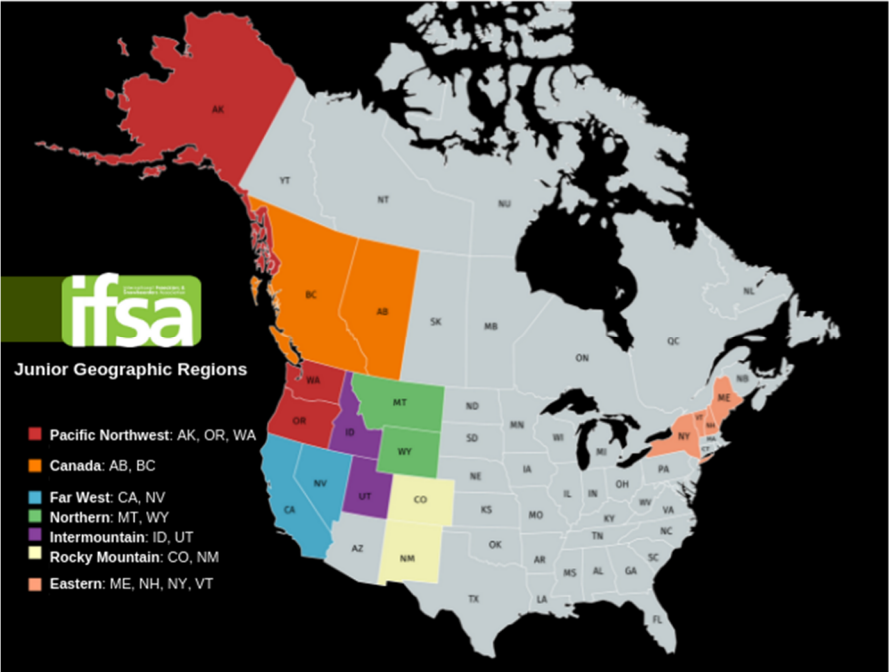
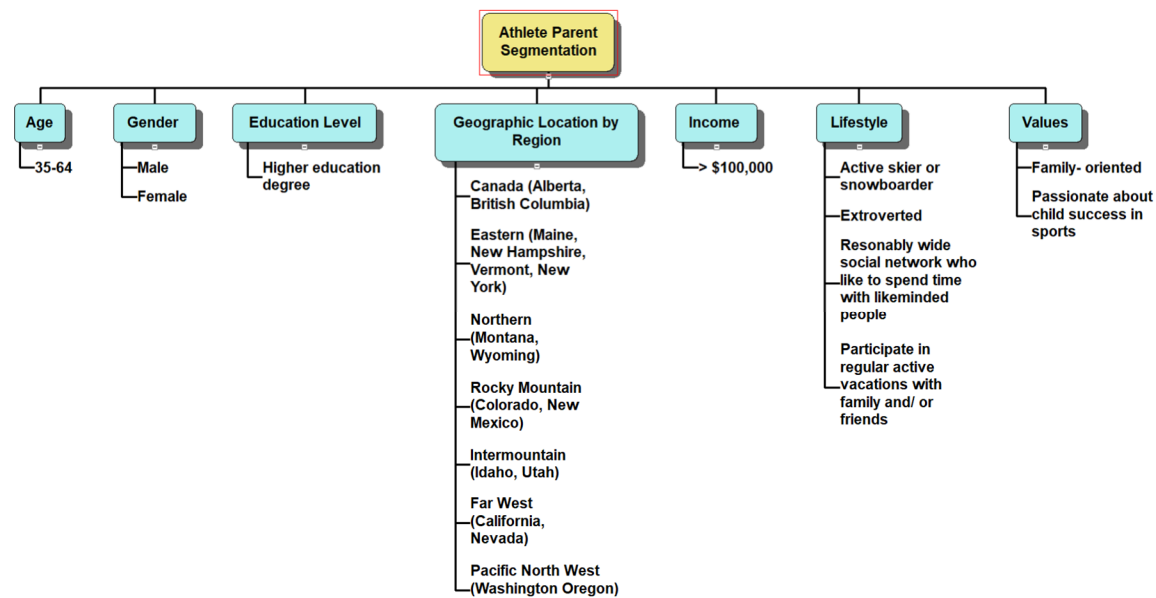
Event participation will be measured using the Athlete Rosters compiled during event registration.

Marketing goals will be re-evaluated after the 2024 event.

Key Target Market

The key target market for the Alyeska Regional Freeride Classic Marketing Plan include out-of-state IFSA athletes as well as their parents. For the marketing plan to be successful the marketing strategy must appeal to both groups.





Key Messages and Brand

This section outlines key messages that will be used consistently across the marketing campaign. The event logo, pictured below, will be used on all event correspondence.



Brand Examples:

- Attractive to specified target segments
- High in quality- Alyeska Regional Freeride Classic is a high-quality event at a destination worth the trip
- Priced right
- Packaged carefully to meet the needs of travellers
- Integrated with other tourism and hospitality needs and services
- Include reviews from previous competitor visitors on website and event pages

Website and Digital Media

This section describes content that should be included in the event website to best appeal to the target market based on research conducted.

Event specifics:

- What the event brand stands for
- Values of the event
- History and background of the event
- Future direction of the event
- Sponsor Logos
- Links to social media pages

The website should outline the following destination attributes:

- Transportation
- Accommodation options
- Dining options in Girdwood
- Clothing and accessories
- Rentals
- Sale of sporting equipment
- Local culture
- Pricing and Lift ticket specials
- Social atmosphere

Mountain Specifics:

- Typical snow fall statistics/ Snow Conditions
- Trail Map
- Variety and challenge of ski trails

- Minimal lift waiting time/ crowding
- Proximity and accessibility to the ski site

Social Media Plan

Based on the identified target market demographics, Facebook and Instagram accounts will be used as the Social Media Platforms. This section of the marketing plan outlines content and activities to create and update the social media marketing strategy.

The Alyeska Freeride team already has profiles in both platforms. Because the current followers of both platforms are likely part of the target market, the current marketing plan will use current profiles and tailor content to generate additional followers.

Facebook: Alyeska Ski Club Freeskiing Team

Instagram: @alyeskafreerideteam

Overall content should increase on both sites, including the following:

- Photos of the Alyeska Freeride Team throughout the ski season
- Photos during each day of the event
 - Live Stream as much of the event as possible
- Articles and videos related to IFSA, freeskiing, and Alyeska/ Girdwood community

Event Pages created in both accounts, include the following information:

- All relevant event information:
 - When
 - Where
 - Registration Link
- Photo/ video from previous years' event
- Link to Event Website
- Tag Sponsors and give shout-outs
- Positive reviews/ customer ratings from previous event attendees

Targets:

<i>Analytic</i>	<i>Current situation</i>	<i>Goal (by event date)</i>
<i>Current likes on Facebook</i>	234	
<i>Current Instagram followers</i>	983	

Social Media Plan:

Date	Channel	Title	Content	Who
<i>2 months ahead of event</i>	<i>Facebook Instagram</i>	<i>Profile Content</i>	<i>Begin posting content, photos of freeride team, relevant media related to freeride</i>	
<i>2 months ahead of event</i>	<i>Facebook Instagram</i>	<i>Event Page- Hashtags</i>	<i>Create event specific hashtags. Start using them on all event related posts</i>	

<i>2 months ahead of event</i>	<i>Facebook Instagram</i>	<i>Event Page</i>	<i>Create event page and link to both existing profiles</i>	
<i>6 weeks ahead of event</i>	<i>*Milestone- Event Registration Begins with IFSA</i>			
<i>6 weeks ahead of event</i>	<i>Facebook Instagram</i>	<i>Event Page – Registration Updates</i>	<i>Update pages with registration link after IFSA posts</i>	
<i>Week of Event</i>	<i>Facebook Instagram</i>	<i>Event Updates</i>	<i>Post pictures of each phase of the event: inspection, Day 1 updates/ live streams, Day 1 event meeting, Day 2 updates/ live streams, Awards/ Livestream</i>	
<i>After Event</i>	<i>Facebook Instagram</i>	<i>Team Updates</i>	<i>Post photos of team around Alyeska to gain exposure for the resort and the area</i>	

Marketing Support and Partnerships

Both in-kind and cash sponsors are required for the Alyeska Freeride Regional Classic. Cash sponsorship is used to directly market, promote, and execute the event. While in-kind sponsorship is used to provide prizes for event winners.

2020 Event Sponsors and Current Term Sponsors:

Sponsor	Donation Type	Sponsorship Term	Years Associated
Chugach Powder Guides	Cash Sponsor, In-Kind	No Term	2019, 2020
Gexpro	Bib Sponsor	2 years	2020-2021
IBEW (International Brotherhood of Electrical Workers)	Cash Sponsor	No Term	2020
NECA (National Electrical Contractors Association)	Cash Sponsor	No Term	2020
SkiAK	In-Kind	No Term	2018, 2019, 2020
Powder Hound Ski & Bike Shop	In-Kind	No Term	2018, 2019, 2020
Alaska Permanent Capital Management	Cash Sponsor	No Term	2020

Additional 2021 Event Sponsorships for Consideration:

Sponsor	Website/ Contact Info
REI	advertising@rei.com
Red Bull	https://www.redbull.com/en/energydrink/contact-sponsorship

All sponsorship agreements must adhere to the Alyeska Ski Club's current year Sponsor Benefit Matrix. Coordination with other Alyeska Ski Club teams will be completed to avoid duplicate sponsorships. Key lessons learned from the 2020 event: Sponsorship interface, communication, and seizing advertisement opportunities need improvement. To improve this on future iterations of the event marketing, a sponsor communication matrix will be completed as sponsors are confirmed during the planning process.

Sponsor Communication Matrix

COMMUNICATION	PURPOSE	MEDIUM	FREQUENCY	AUDIENCE	OWNER

Key Stakeholders

Key stakeholders should be identified early in the planning phase of the event marketing strategy. The list of stakeholders should not be considered an all-inclusive list and will require tailoring throughout the execution of the marketing plan and over future iterations as well.

Stakeholder	What/Message	How	When	Who
<i>Alyeska Ski Club Board</i>	<i>Approval for sponsors</i>	<i>Email potential sponsor list for approval</i>	<i>2-3 months prior to event</i>	
<i>Sponsors</i>	<i>Obtain sponsor acceptance</i> <i>Request permission for logos to use on marketing material for recognition</i> <i>Develop communication expectations</i>	<i>Emails to all sponsors/ face-to-face meeting</i>	<i>2-3 months prior to event</i>	
<i>Out-of-State Athletes</i>	<i>Alyeska Freeride Classic is a high-quality event at a destination worth the trip</i>	<i>Website and social media</i>	<i>2 months prior to event- post event</i>	
<i>Parents of out-of-state athletes</i>	<i>Alyeska Freeride Classic is a high-quality event at a destination worth the trip</i>	<i>Website and social media</i>	<i>2 months prior to event- post event</i>	
<i>Affected businesses (Girdwood shops and restaurants)</i>	<i>Collaboration with stakeholders to determine their role and influence on the event</i>	<i>Email/ face-to-face meeting</i>	<i>3 months prior to event</i>	

<i>Tourism industry (Alyeska Resort, Alyeska Accommodations, Air BnB and VRBO hosts, Girdwood.com)</i>	<i>Special offers that may be extended to event participants. Event details to distribute on websites.</i>	<i>Email/ face-to-face meeting</i>	<i>3 months prior to event</i>	

Marketing Activities

Marketing activities will initially focus on only a few digital media. As the event continues to grow, this section should be modified to include additional e-marketing tools.

<i>MARKETING TOOLS: DIGITAL, ONLINE</i>
Website
<i>Event website</i>
Social Media Platforms
<i>Facebook and Instagram</i>
Marketing Partners/ On-line Calendar listings
<i>Website event calendars, tourism operators etc.</i>

Marketing Partners Plan

This section outlines sources outside of the event website and social media pages that will promote the freeride event.

Date	Marketing	Who	Information to be included
2 months before event	<i>Alyeska Resort to include event on their Calendar of Events</i>		Event overview, link to event website
6 weeks before event	<i>IFSA – Alyeska Regional Freeride Classic page to include the event website</i>		Follow IFSA template for information to be included, event website should be the URL listed

Marketing Evaluation Plan

Results of the satisfaction surveys distributed post-event will be tracked in the marketing evaluation plan section. Coordination with the Event Technical Director to ensure marketing plan evaluation questions are included on the survey.

Lessons Learned

Using the template below, lessons Learned will be documented throughout planning, executing, and closeout each year.

Date	Problem/ Success	Summary of Event that Occurred	Impact	Recommendations to Best Avoid or Exploit

Results documented in this section will be used to plan subsequent iterations of the marketing plan.

Summary of Marketing Plan

The summary marketing plan outlines critical marketing activities. This information is developed around two key dates:

- Event dates- January 29-31
- Registration opens- 6 weeks prior to the event

Activity	Who	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Website		Agreement with web designer	Develop	Update-Event registration	Update	Update	Update	Update
Facebook			Post relevant photos/updates Create Event/Hashtags	Begin posting using hashtags	Event Posts, use hashtags	Post relevant photos/updates	Post relevant photos/updates	Post relevant photos/updates
Instagram			Post relevant photos/updates Create Event/Hashtags	Begin posting using hashtags	Event Posts, use hashtags	Post relevant photos/updates	Post relevant photos/updates	Post relevant photos/updates
Confirm Sponsors		Approach	Approach	Negotiate/Agreement	Recognition during event Collect donations			
Create Sponsor Communication Matrix				Create as sponsors are confirmed				

Coordinate with accommodations and Girdwood business for promotions/packages		Approach Negotiate/ Agreement						
Confirm Photographer				Agreement	Photos of event			
Post- Event Satisfaction Surveys				Develop with Event Technical Director	Distribute week after event	Document lessons learned from surveys		

Marketing Budget

The Marketing Budget Template below should be populated prior to every year's event. The Alyeska Ski Club is a non-profit organization. Therefore, the marketing budget relies solely on fundraising efforts and cash sponsorships received each year.

Item	Supplier	Cash Budget	In-kind Budget	Actual (YTD)
Income				
<i>Marketing budget</i>	<i>Fundraising efforts</i>	\$	\$	\$
<i>In-kind sponsorship (actual documented value)</i>		\$	\$	\$
<i>Sponsorship</i>		\$	\$	\$
TOTAL		\$	\$	\$
Expenditure				
Social media*		\$	\$	\$
Website Design		\$	\$	\$
Photography*		\$	\$	\$
TOTAL		\$	\$	\$

*Social Media and photography expenses are presumed \$0.00 because event volunteers (athlete parents) photograph the event and the Alyeska Ski Club Freeride coaches updates the social media pages.

Appendix

Alyeska Regional Freeride Classic Marketing Plan Final Project Report

Marketing Plan Approval



Erin Else <erin.webber.else@gmail.com>

Alyeska Regional Freeride Classic Marketing Plan- Review and Approval

2 messages


Erin Else <erin.webber.else@gmail.com>
To: Alex Else <alexelse85@gmail.com>

Thu, Nov 19, 2020 at 10:00 PM

Hello Alex,

Attached is the final version of the Alyeska Regional Freeride Classic Marketing Plan for review and approval as the Event Technical Director. Please advise if changes are required.

Thank you,
Erin Else

 **Alyeska Regional Freeride Classic-Marketing-Plan-DRAFT.docx**
591K

Alex Else <alexelse85@gmail.com>
To: Erin Else <erin.webber.else@gmail.com>

Fri, Nov 20, 2020 at 5:14 AM

Hi Erin,

Great work, no changes are required.

Thank you,
Alex.

[Quoted text hidden]

Appendix B Primary Research

Post- Event Survey



Default Question Block

Thank you for agreeing to take part in this important Post-Event Survey for the 2020 IFSA Alyeska Regional Freeride Classic event. The purpose of this survey is to gain demographic information from the 2020 event.

We understand and appreciate that your time is highly valuable; this survey has been designed to take around 2 - 3 minutes of your time. All data and conclusions extrapolated from the survey results will be used to improve the marketing of future iterations of the IFSA Alyeska Regional Freeride Classic event to promote increased participation. Please be assured that all answers you provide will be kept in the strictest confidentiality.

Q1. What age group did you compete in the 2020 Alyeska Regional Freeride Classic?

Q2. What state do you live in?

Q3. How many years have you been competing in freeride events?

Q4. On average, how many freeride events do you compete in each year?

Q5. Why did you choose to compete in the 2020 Alyeska Regional Freeride Classic instead of another freeride event?

- To visit Alaska
- Event prizes
- I live in Alaska
- Coach recommendation

Other:

Q6. How did you hear about the 2020 Alyeska Regional Freeride Classic?

- Facebook page
- Previous athlete
- IFSA website
- Freeride coach
- Event poster

Other:

Q7. Did you stay in Girdwood during the 2020 Alyeska Regional Freeride Classic?

- Yes - See question 8
- No

Q8. If question 7 answered "Yes", what type of lodging was reserved?

- Hotel Alyeska
- Airbnb
- VRBO
- Alyeska Accommodations

Other:

Powered by Qualtrics

Default Report

2020 Alyeska Regional Freeride Classic Post-Event Survey
November 15, 2020 6:19 PM MST

Q1 - What age group did you compete in the 2020 Alyeska Regional Freeride Classic?

What age group did you compete in the 2020 Alyeska Regional Freeride Classi...	
U14	
12-14	
15-18	
15-18	
15-18	
15-18 boys	
U12	
15-18	
U14	
15-18	
15-18	
U12	
15-18	
15-18	

Q2 - What state do you live in?

What state do you live in?

Alaska
alaska
Alaska
Alaska
alaska
Alaska
AK
Alaska
AK
alaska
Maine
Alaska
Alaska
Alaska

Q3 - How many years have you been competing in freeride events?

How many years have you been competing in freeride events?

0
2
2
3-4
four winters
2
1
4
1
2
1
2
2
5 years

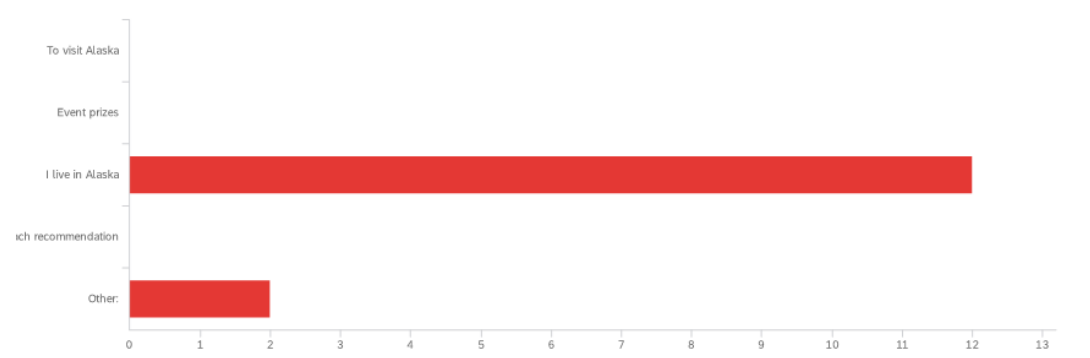
Q4 - On average, how many freeride events do you compete in each year?

On average, how many freeride events do you compete in each year?

1	
3	
3	
5	
5	
2	
1	
4	
2	
3	
4-5	
2-3	
2	
2-3	

Q5 - Why did you choose to compete in the 2020 Alyeska Regional Freeride Classic

instead of another freeride event?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Why did you choose to compete in the 2020 Alyeska Regional Freeride Classic instead of another freeride event? - Selected Choice	3.00	5.00	3.29	0.70	0.49	14

#	Field	Choice Count
1	To visit Alaska	0.00% 0
2	Event prizes	0.00% 0
3	I live in Alaska	85.71% 12
4	Coach recommendation	0.00% 0
5	Other:	14.29% 2
		14

Showing rows 1 - 6 of 6

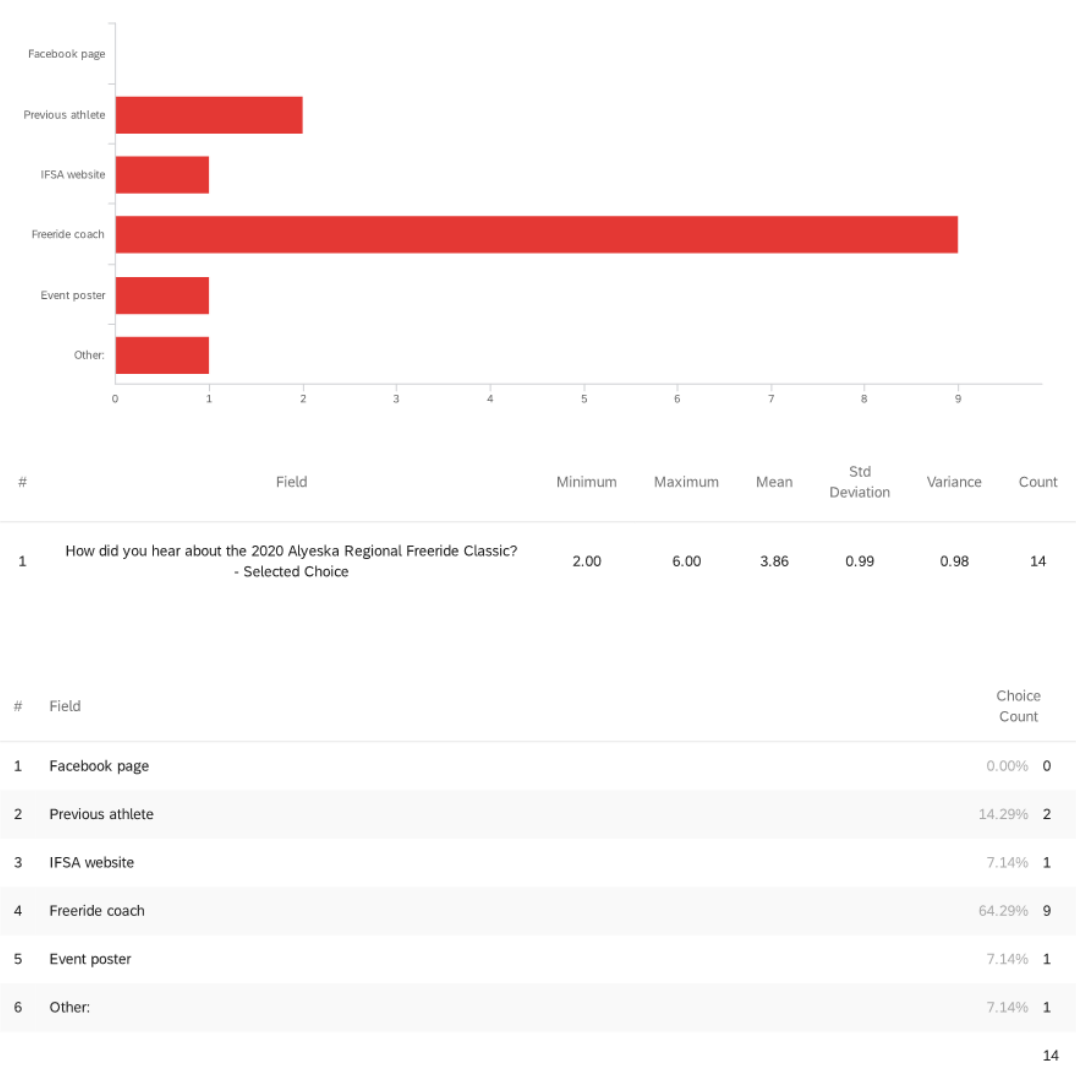
Q5_5_TEXT - Other:

Other:

I love to ski and wanted to try out a comp

Thought it would be sick

Q6 - How did you hear about the 2020 Alyeska Regional Freeride Classic?



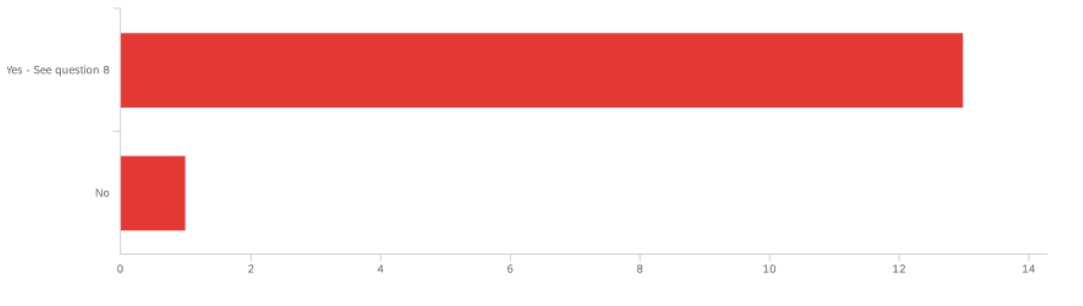
Showing rows 1 - 7 of 7

Q5_6_TEXT - Other:

Other:

Friends and videos

Q7 - Did you stay in Girdwood during the 2020 Alyeska Regional Freeride Classic?



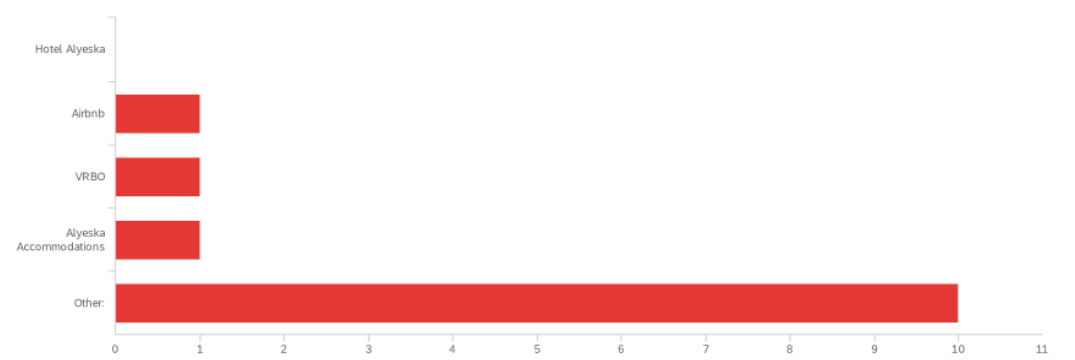
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Did you stay in Girdwood during the 2020 Alyeska Regional Freeride Classic?	1.00	2.00	1.07	0.26	0.07	14

#	Field	Choice Count
1	Yes - See question 8	92.86% 13
2	No	7.14% 1

14

Showing rows 1 - 3 of 3

Q8 - If question 7 answered "Yes", what type of lodging was reserved?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	If question 7 answered "Yes", what type of lodging was reserved? - Selected Choice	2.00	5.00	4.54	0.93	0.86	13

#	Field	Choice Count
1	Hotel Alyeska	0.00% 0
2	Airbnb	7.69% 1
3	VRBO	7.69% 1
4	Alyeska Accommodations	7.69% 1
5	Other:	76.92% 10
		13

Showing rows 1 - 6 of 6

Q7_5_TEXT - Other:

Other:

i live here

We live in Girdwood

live there

Other:

I live there

condo (we own)

My home

Live there

We rent a condo

Friends Chalet

End of Report

Event Technical Director Interview

Interviewer: Erin Else

Interviewee: Alex Else, Alyeska Regional Freeride Classic Event Technical Director

Time: 7:00 pm

Date: March 19, 2020

Location: Anchorage, AK

Interview was recorded, and responses were reviewed and recorded verbatim.

Interview Transcript:

Interviewer: What is the mission of the IFSA Alyeska Regional Freeride Classic?

Interviewee: Original mission: Provide access to an IFSA sanctioned comp for Alaska athletes.

Sponsoring:

Interviewer: What sponsors did you have for the 2020 event? And what did they contribute to the event?

Information was emailed from TD. Sponsors were ordered from highest donation to least. Type of sponsor was also identified, i.e. where the contributions were allocated.

Interviewee: Gexpro- Bib Sponsor

IBEW (International Brotherhood of Electrical Workers)- General event/ cash sponsor

NECA (National Electrical Contractors Association)- General event/ Cash sponsor

Chugach Powder Guides- Primary Event Sponsor

Ski AK- In-Kind Donations

Powderhound- In-Kind Donations

Alaska Permanent Capital Management- cash sponsor

Interviewer: What did they receive in return for their sponsorship?

Interviewee: Shout outs during the event, awards, and pre /post-event meetings

Logos included on event posters

Powderhound logos presented during awards in form of bags. These logos were then included in photos of each age group winners.

Interviewer: What are the lessons learned regarding sponsorship?

Interviewee: Need to do a better job managing sponsor interface, communication, and seizing advertisement opportunities for them.

The struggle with obtaining sponsorships for this type of event are that ski industry specific sponsors generally don't contribute cash, they will contribute as In-kind sponsors and provide awards for event winners.

Ski industry sponsors will fulfill your prize requirements, but the cost to hold the event is more than the revenue gained from registration fees. And the cost to hold a quality event is even more so you need additional sponsorships.

Event Marketing:

Interviewer: What was the 2020 event marketing strategy?

Interviewee: Word of mouth marketing, piggy-backing IFSA emails, poster distribution, locally.

Interviewer: Where were posters distributed?

Interviewee: Local ski industry shops, anchorage coffee shops, Anchorage/ Eagle River/ Girdwood junior high and high schools

Interviewer: Were there lessons Learned from marketing strategies for the 2020 event?

Interviewee: No. Marketing was not the main focus of the event this past year.

Interviewer: Sport Event Tourism through eyes of previous competitor:

Interviewee: As a previous competitor of the competition, was there any lessons learned from comps you attended in the circuit that drew you to a certain location or competition?

Interviewer: Being exposed to these events as a former competitor, how would you like to draw from adult events to incorporate into the junior event? That could help drive participation here in AK?

Interviewee: The things that would drive me to comps was my personal like of a venue. The quality of the event execution, including the awards and after party. And the quality of judging.

Now for junior events, the only thing I can control is the judging and the event execution, we can't change the venue.

As the Event Director, the only thing I can really control is the quality of event. I think the big driver for that is the quality of prizes.